

Collaborating Across Boundaries: Insights for Human Resources, Sustainability and Governance

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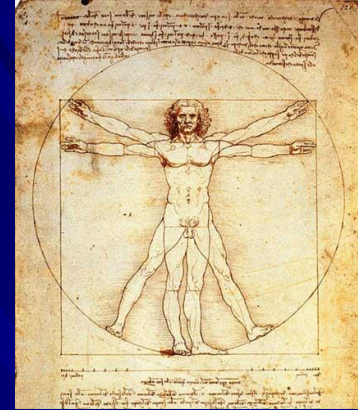
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Why Collaborate? Think DaVinci



- Lateral thinking
 - Creativity that stems from taking knowledge from one context or discipline and applying it to another
 - DaVinci: art, science, engineering, mathematics, medicine, architecture
- Human arm → bird's wing → flying machine

What about mandated collaboration?

Our Research

- Survey of US Senior Executive Service, US Local Government Managers, and Country of India Senior Forest Service Officers
- 15 questions: replicated research in New Zealand and Hong Kong
- Defined term: Collaboration means to work across boundaries and in multi-organizational arrangements to solve problems that cannot be solved or easily solved by single organizations. (Agranoff & McGuire, 2004)

Why Collaborate?

Indian Forest Service:

- #1 Improves outcomes
- #2 Improves problem solving processes

U.S. Senior Executive Service:

- #1 Mandated
- #2 Improves outcomes

U.S. Local Government Managers:

- #1 Right thing to do
- #2 Leverage resources
- #3 Improve outcomes

What Makes Collaboration Work?

Indian Forest Service:

#1 Relational

U.S. Senior Executive Service:

#1 Relational

U.S. Local Government Managers:

#1 Relational

Consequences of Collaboration: Positives

Indian Forest Service:

#1 Better results/outcomes (economic, quality of product, accomplish more, timely)

U.S. Senior Executive Service:

#1 Better outcomes (quality of the product, economic, synergy effect, learning)

U.S. Local Government Managers:

#1 Better outcomes (economic, quality of product, public service, mission accomplishment)

Consequences of Collaboration: Negatives

Indian Forest Service:

- #1 Impedes process
- #2 Relational (conflict)
- #3 Poor outcomes

U.S. Senior Executive Service:

- #1 Process (time consuming)
- #2 Relational (conflict)
- #3 Poor outcomes

U.S. Local Government Managers:

- #1 Process (time consuming)
- #2 Relational (conflict)
- #3 Stress

Challenges to Collaboration

Indian Forest Service:

#1 Relational

#2 Organizational

U.S. Senior Executive Service:

#1 Relational

#2 Logistical

U.S. Local Government Managers:

#1 Political

#2 Relational

Skillset of the Collaborator

Indian Forest Service:

- #1 Individual attributes (communication, open mind)
- #2 Conflict management

U.S. Senior Executive Service:

- #1 Individual attributes (open mind, communication)
- #2 Group process skills (includes conflict management)

U.S. Local Government Managers:

- #1 Individual attributes (open mind, unselfish, patient, trustworthy)
- #2 Interpersonal skills

Importance of the Individual

- Frederickson (2007): While organizations and established jurisdictions do formally collaborate, it is always in the form of managers and officials.
- Effective collaboration is “deeply dependent” upon the skills of officials and managers.
- Organizations may appear to collaborate, but in fact it is the individuals representing organizations who collaborate.



The Leadership Challenge

- More than 90% of global executives surveyed by the Center for Creative Leadership said collaboration is vital for leadership success.
- But less than half of those same executives said the leaders in their organizations were actually good at it.

The Transboundary Challenge

Solutions often transcend the position of any single participant

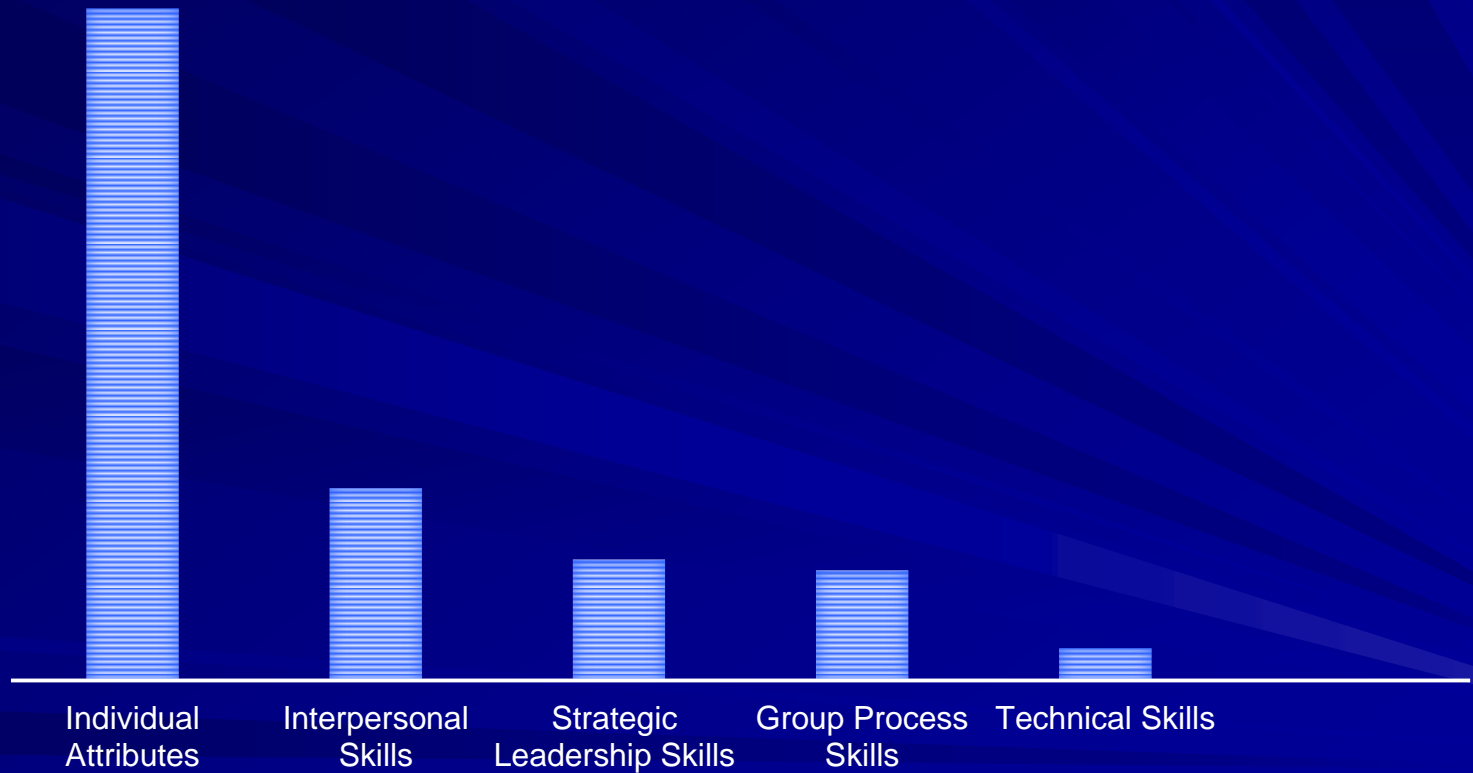
- Salamon (2005) “. . . [S]hifts the emphasis from management skills and the control of large bureaucratic organizations to enablement skills, the skills required to engage partners arrayed horizontally . . . to bring multiple stakeholders together for a common end in a situation of interdependence.”

The Collaboration Challenge

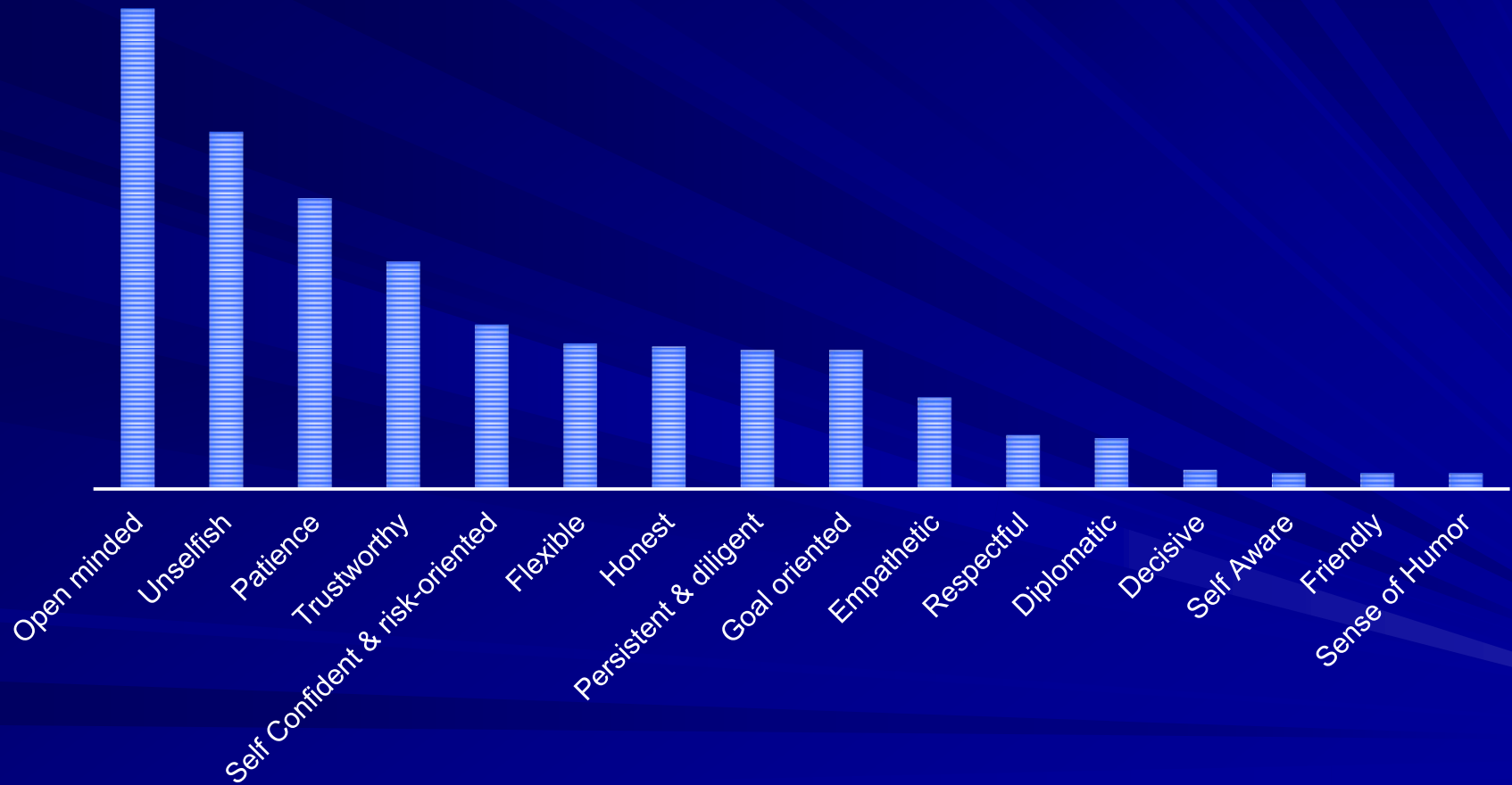
“Leading when you are not in charge”



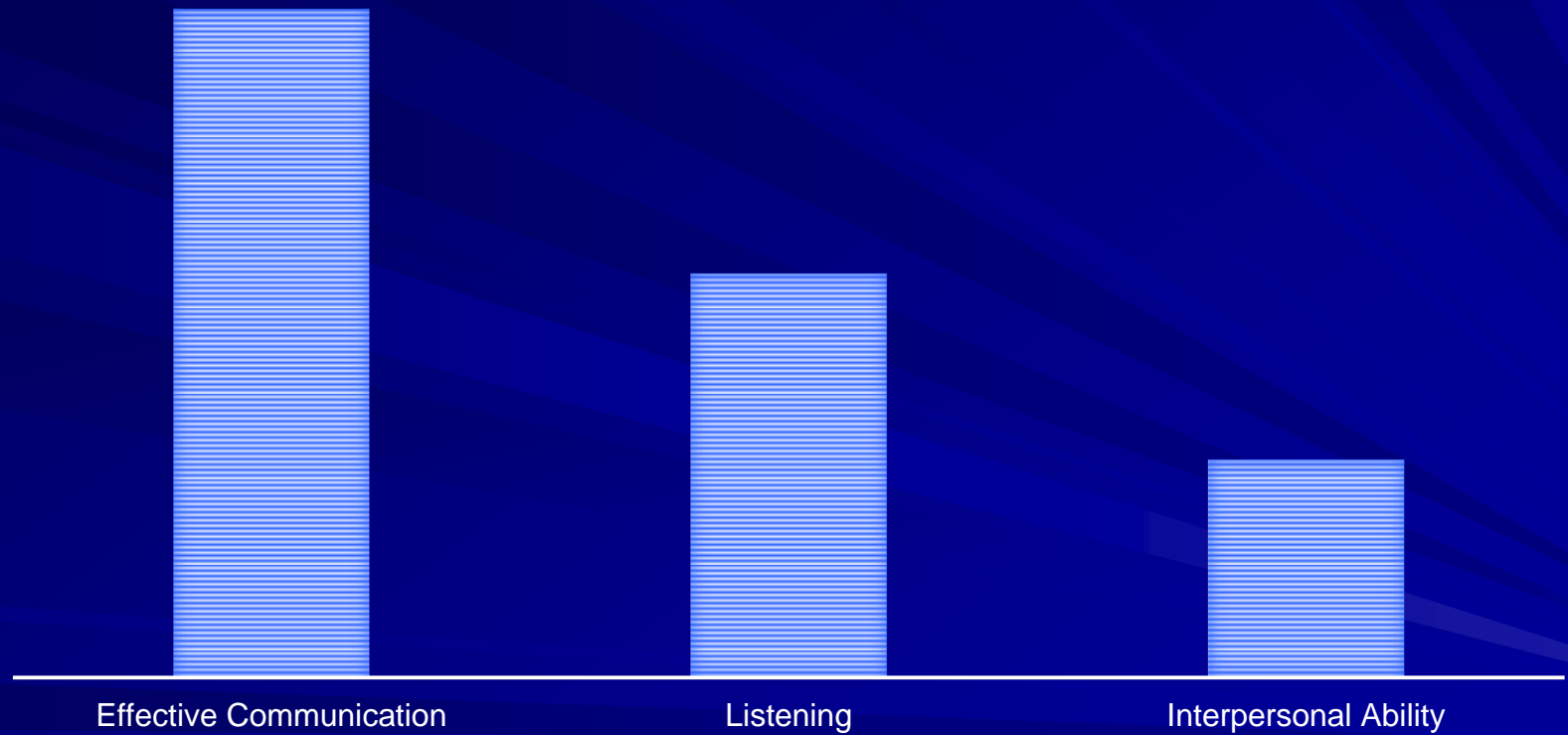
Skillset of Collaborator



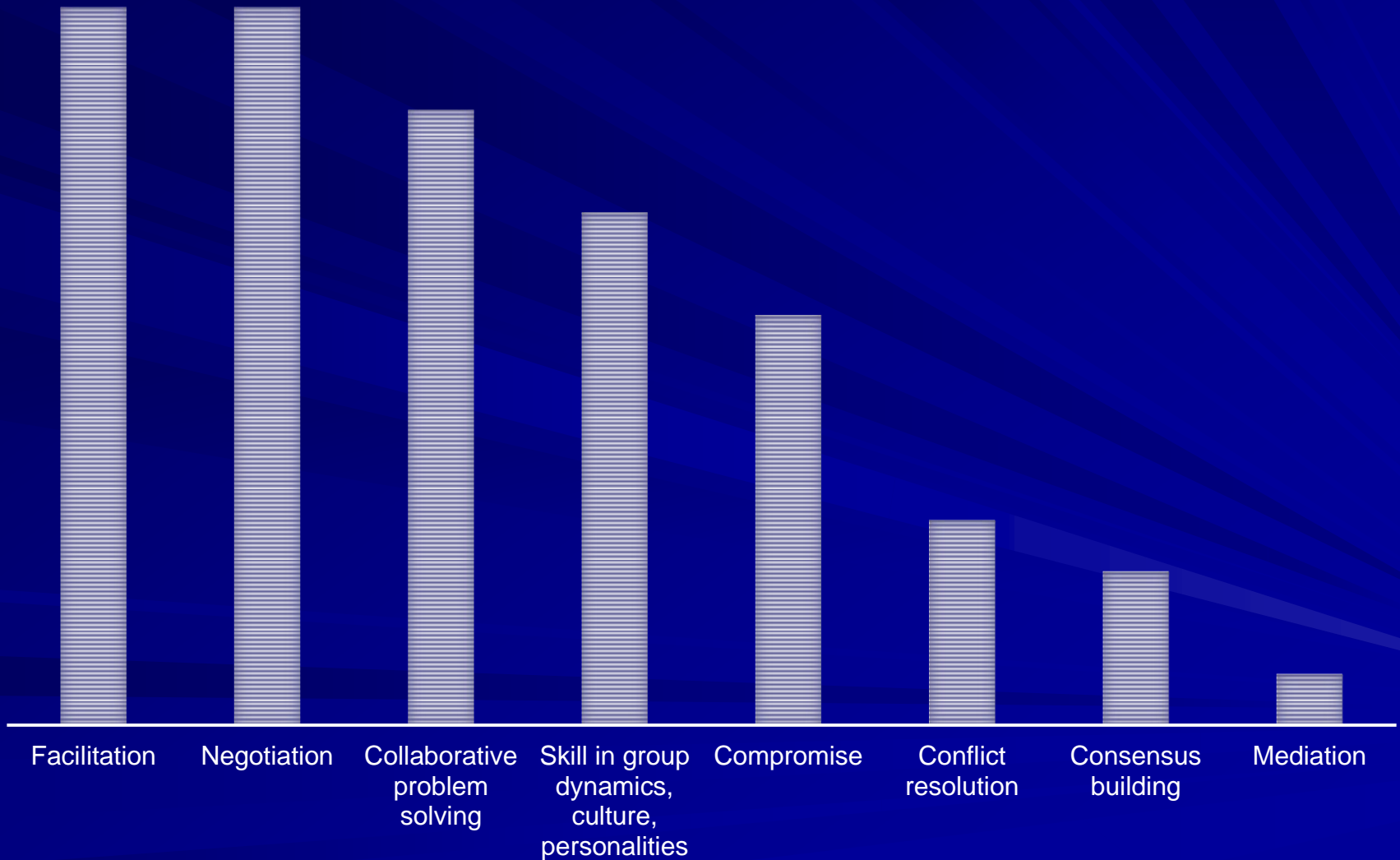
Individual Attributes



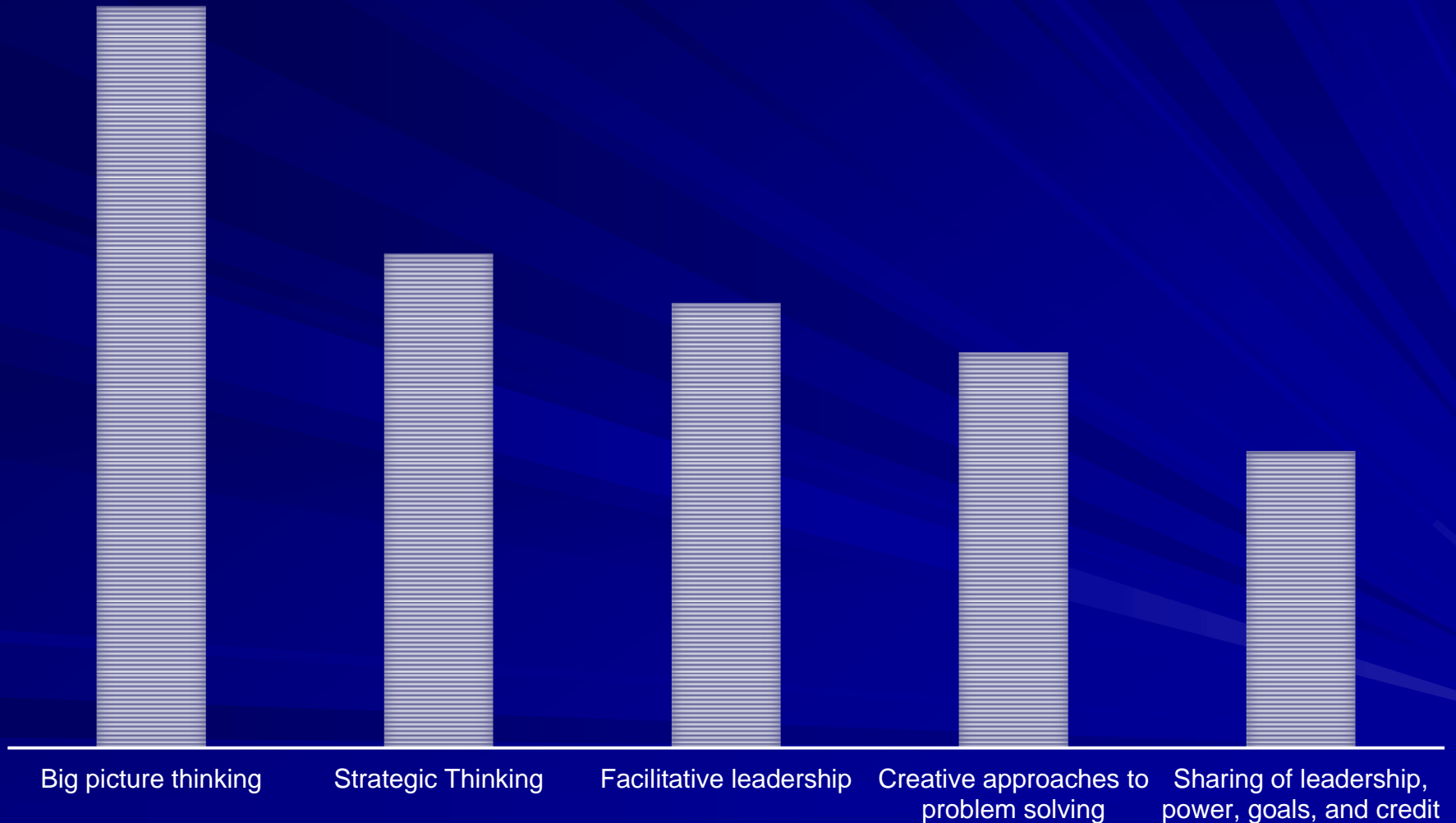
Interpersonal Skills



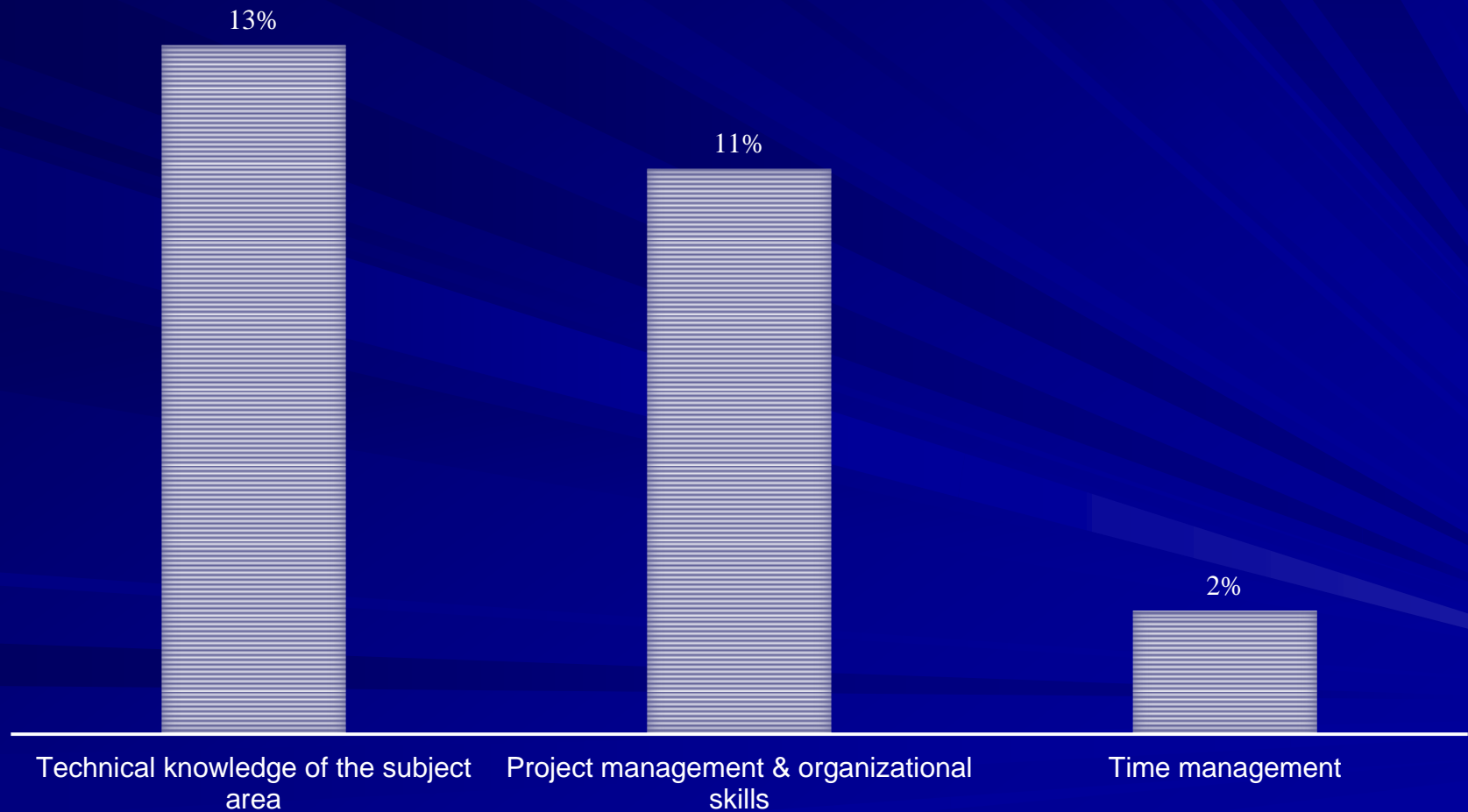
Group Process Skills



Strategic Leadership



Substantive/Technical Knowledge



Skills Needed to Work Collaboratively

- “Individual Attributes”
- Interpersonal Skills
- Group Process Skills: Facilitation, Negotiation, Collaborative Problem Solving
- Conflict management
- Strategy and vision
- Technical skills

So What?

Insights for Human Resources,
Sustainability and Governance

8 Tips from Master Collaborators

- #1: Common Purpose
- #2: Learn Interest-Based Collaborative Problem-Solving
- #3: Don't Be Afraid of Conflict: Expect It
- #4: Face-to-Face

8 Tips from Master Collaborators

- #5: Improvise
- #6: Ask Thoughtful Questions
- #7: Don't Give Up
- #8: Focus on Performance

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